



CITY OF MIAMI BEACH
Office of the City Manager
Letter to Commission No. 045-2004

To: Mayor David Dermer and
Members of the City Commission

Date: February 20, 2004

From: Jorge M. Gonzalez
City Manager

A handwritten signature in black ink, appearing to read "Jorge", written over the printed name "Jorge M. Gonzalez".

Subject: QUALITY OF LIFE AND HOMELESS OUTREACH INITIATIVE

The purpose of this Letter to Commission is to provide information and current results on recent Quality of Life and Homeless Outreach Initiative over the past four months.

The Commission has expressed the desire to improve the impact of city services on the quality of life of Miami Beach residents. Since many conditions affect both the real and perceived quality of life, city administration has taken action to focus and coordinate city resources on an array of quality of life issues including parking, infrastructure, transportation, appearance and use of public areas, and public safety.

While long-term and complex issues move to resolution, the city has been aggressively targeting conditions which directly affect many of the city's residents and visitors – noise, aggressive driving, vagrancy, prostitution, panhandling, and cleanliness and rehabilitation of public areas. Outreach to the homeless, whether homeless by choice or by circumstance, has been intensified.

In addition, city departments are refining internal processes, redirecting resources and developing feedback systems to evaluate ongoing operations and their capability to effect positive impact on quality of life issues. Long-term strategies may include recommendations for legislative changes.

Summary of Strategies Used to Date

City departments have been encouraged to experiment with new approaches to delivery of services affecting quality of life issues. Some efforts have succeeded and are being further refined and enhanced, while some have been discontinued in favor of other approaches.

Combined Operations: In October 2003, four departments initiated a collaborative effort to reverse what appeared to be emerging trends related to prostitution, graffiti, illegal activities, and the results of after-hours use of parks and the beaches. The Police, Public Works, Parks and Recreation, and Neighborhood Services departments focused their resources on curbing after-hours criminal activity in and around parks and the beach, ensuring that parks are safe and clean, strictly enforcing laws and ordinances intended to preserve the quality of life expected by residents and visitors, and intensifying contact and outreach to the homeless.

Between mid-October and December 2003, police officers were put on special details to patrol parks and beaches during late night and early morning hours. Homeless outreach staff were scheduled either to accompany officers or be available to assist officers with placement of homeless during late night and early morning hours. Public works staff were on-call to remove debris from the beaches and public areas.

A number of challenges affected performance of the combined operations effort as it was originally conceived. In December, 2003, department efforts were refocused to favor a special daytime task force.

Special Daytime Task Force: Mirroring early morning and nighttime collaborative efforts, a task force of police, public works/sanitation, code enforcement, and homeless outreach staff jointly visit areas in the city twice a week during daytime. The team's objective is to address the full range of issues present at any given location in order to have the maximum possible impact. Typically, the team addresses homeless individuals at the site, litter, graffiti, landscape, and infrastructure (curb, sidewalks). This approach has been successful in concentrating city resources to make a noticeable impact on targeted areas.

Enforcement: Between mid-October 2003 and January 2004, police allocated law enforcement resources in a variety of ways.

From October through December 2003, special details of overtime police officers augmented late night and early morning shifts, and private security was hired to patrol on bicycles primarily in the Ocean Drive area to augment routine day patrols. In addition, late shifts were changed to provide a four-hour overlap to increase police presence during late night and early morning hours.

In January 2004, police began using one hour of shift overlap time (three shifts per day) to concentrate law enforcement resources on traffic, parking, quality of life issues and criminal activity in targeted areas throughout the city.

Strategic Investigation Units (SIU) target prostitution and drug activity, and all shifts target aggressive driving and enforce noise ordinances. In addition, police regularly work with drivers and club owners in the entertainment district to voluntarily curb excessive noise.

The police department is pursuing expansion of the city jail to a full-time operation so that officers can return more quickly to patrol and duty assignments after making arrests. Currently, the police department is planning to contract with Miami-Dade County for jailors and transport of prisoners both to the city jail and to the Miami-Dade County jail.

Clean up: Sanitation crews remove litter and debris, maintain and make repairs to city property, and attend to the overall appearance of public areas. In response to outreach efforts by other departments, crews coordinate clean-up and rehabilitation of park and beach areas as requested during non-scheduled work hours and perform intense clean-up and graffiti removal from public property during daylight hours. If necessary, a second quick-react cleaning team performs any extra sanitation work identified by police or others.

Neighborhood Services is pursuing use of the Teen Job Corps to assist in removing graffiti from private property.

Code Compliance: Code Compliance follows up with notices for graffiti removal and issues citations as necessary. Efforts are underway to review and if necessary, revise existing quality of life ordinances.

Neighborhoods: Seven community and environmental events and clean-up efforts have been scheduled in partnership with ECOMB, Miami-Dade County, Teen Job Corps and the Miami Beach Chamber of Commerce to address neighborhood quality of life issues.

Homeless: From October through mid-December 2003, the Neighborhood Services homeless outreach staff adjusted their schedules to be available to assist police with homeless individuals found after hours in parks and on beaches. Initially, outreach staff and police planned to operate as a unit during late nights and early morning hours. That effort did not materialize as planned; so there will be ongoing refinements to ways outreach staff and police can work most effectively with regard to the homeless population.

The outreach team continues to provide referral and transport services to shelters for the homeless during nighttime as well as day hours. In addition, the outreach team pays for relocation and other assistance to aid the homeless as well as locating shelter for animals accompanying homeless individuals who are referred to shelters.

Summary of Results to Date

Special Daytime Task Force: The special daytime task force of police, public works/sanitation, code enforcement and homeless outreach staff has conducted 19 joint visits to areas throughout the city. The task force has successfully resolved over 140 cases related to the homeless, infrastructure, code violations, graffiti, litter and similar issues in the areas they have visited.

Enforcement: From mid-October through mid-December 2003, special late night-early morning police details made 241 quality of life arrests. The special details, Strategic Investigation Units (SIU) and routine day and night shifts made a combined total of 1542 arrests in 21 categories, including arrests for prostitution, various driving and traffic offenses, drug violations, driving under the influence, assaults, violations of city and county ordinances, burglaries, vandalism, robbery, disorderly conduct and intoxication, and panhandling.

From January 12 to February 8, 2004, police made 219 arrests and issued 1437 citations during the three hours of shift overlaps each day (one-hour overlap for each of three shifts per day). During shift overlaps, police targeted criminal activity and quality of life issues in specific areas of the city.

Arrests and Citations During One-Hour Shift Overlaps January 12 to February 8, 2004

Arrests	219	Traffic citations	1437
Felonies	28	Parking	937
Misdemeanors	191		

Homeless Outreach: Over the 78 day period from October 1 to mid-December 2003, the Neighborhood Services homeless outreach team made 1042 contacts with homeless individuals. Of those contacted, outreach staff relocated 11% (116 individuals) and placed 12% (126 individuals) in shelters. Relocations averaged almost 2 people per day.

In January 2004, the outreach team made 421 contacts with homeless individuals, placed 58 people in shelters, and relocated 27 people out of the area.

Outreach staff have assisted homeless individuals in a number of ways: referral for day labor; assistance with identification, work permits, and legal papers; transportation costs; and temporary housing for families. A full report on homeless outreach will be referred to the Finance and Citywide Projects Commission Committee.

Funding

City resources are dedicated primarily to sustaining routine enforcement, sanitation, and maintenance operations. Special operations have been added to intensify response to conditions that compromise the ability of our routine operations to maintain a clean and safe 24-hour environment for our residents and visitors. These special operations have been funded from several sources.

During review and adoption of the budget for FY 2003-04, the City Commission approved use of \$150,000 in resort tax to enhance existing efforts of the homeless outreach program. The outreach team has drawn from these funds to relocate and provide shelter for homeless individuals, hire an additional outreach team in order to expand hours of operation, provide hotel rooms for families, and secure additional beds with new providers. A summary of those expenditures is attached.

Where appropriate, RDA funds available for community policing, and LETF funds available for specific law enforcement programs will be used to fund special operations and activities that increase the city's usual levels of service to the community and positively impact quality of life issues. The Commission recently appropriated \$100,000 from the Police Confiscation Trust Fund budget for fiscal year 2003-04 to fund a 60-day contract with Miami-Dade County for full-time operation of the city's jail and to transport prisoners to the jail for processing and then to transport to the county jail. This will allow police officers to remain on their patrol and duty assignments.

It is my recommendation that this issue be referred to the Finance and Citywide Projects Committee to further discuss and receive direction.

JMG:RCM:MMD/ptw

Attachment



City of Miami Beach
Neighborhood Services Department
Office of Homeless Coordination

Homeless Services:
A Progress Report on Homeless Outreach Efforts
October 2003 – January 2004

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I. Office of Homeless Coordination Overview

Services Provided

The Office of Homeless Coordination provides prevention and intervention services to homeless individuals in the City of Miami Beach. Homelessness is defined by the United States Department of Housing and Urban Development as a person meeting one of the following criteria:

- ◆ Living in a place not meant for human habitation, i.e. street, car, parks, abandoned building, bus station, etc.
- ◆ Living in an emergency shelter
- ◆ Living in transitional or supportive housing (for people coming from the streets or shelter)
- ◆ Living in either a place not meant for human habitation, an emergency shelter, or transitional or supportive housing, but currently in a hospital or institution on a short-term (30 days or less)
- ◆ Being evicted within a week from a private dwelling (and have a certified, legally-binding eviction notice) **and** have no subsequent residence identified **and** no resources and support networks to obtain housing.
- ◆ Being discharged within a week from an institution (prison, hospital, foster care, etc.) having stayed long-term (31 or more days) and housing is not being provided as part of the person's discharge planning **and** have no subsequent residence identified **and** no resources and support networks to obtain housing.
- ◆ Victim of domestic abuse **and** no subsequent residence has been defined **and** no resources and support networks to obtain housing.

Our goal is to end homelessness in our City through collaboration with community-based providers and utilizing the Continuum of Care framework as a means to access services and permanent housing for homeless individuals.

The Office provides the following service to homeless individuals:

- ◆ ***Intake and assessment*** – This enables staff to determine what services are needed and what placement is appropriate to the client.
- ◆ ***Outreach services*** – The Office conducts outreach missions at least twice per week throughout the City to locate and assist homeless individuals who may not otherwise access services.
- ◆ ***Shelter placement*** – The City currently contracts with The Salvation Army and Miami Rescue Mission for shelter beds. The City is currently negotiating to acquire addiction treatment beds from Better Way of Miami, Inc. In addition, when the client is eligible and space is available, the Office facilitates placements at the Miami-Dade County Homeless Assistance Centers (Miami and Homestead), Camillus House and Beckham Hall. When eligible, clients are referred for transitional housing through providers such as Carrfour Supportive Housing.
- ◆ ***Referral services*** – This service enables staff to connect homeless clients with community-based services such as job placement, legal and medical services, counseling and entitlements (such as food stamps, Medicaid, disability payments, etc.).
- ◆ ***Identification services*** – Homeless clients often lack identification which enables them to access services. The Office assists in obtaining birth certificates, Social Security cards, immigration documents, work permits and Florida identification cards.

◆ **Relocation services** – Homeless clients are often stranded in our City after failed employment opportunities, family break-ups or unexpected lay-offs. Our Office provides one-way bus transportation to those clients who have someone at their destination who is willing to provide assistance. In order to ensure that clients can sustain these trips, the Office provides meals for the duration of their travel.

◆ **Storage services** – For those clients who have possessions and have accepted shelter placement, the Office provides storage of their personal effects for the duration of their services.

◆ **Homeless prevention services** – The Office provides emergency rent assistance to families and individuals at risk of homelessness due to eviction proceedings. Through emergency shelter grant funds, the Office has provided rent and deposit assistance as well as relocation assistance. Through this initiative, individuals and families are served prior to becoming homeless.

Funding Sources

The Office of Homeless Coordination currently has several funding sources including:

- ◆ City of Miami Beach General Fund - \$58,725
- ◆ Community Development Block Grant Funds - \$100,568
- ◆ Miami-Dade County Homeless Trust - \$71,193
- ◆ Special Allocation/Resort Tax Funds - \$150,000

City of Miami Beach General Fund – The funds allocated provide for one full-time position (Program Coordinator) and general office expenses such as telephone and office supplies.

Community Development Block Grant Funds – These funds are divided into two functions:

- 1) Emergency/Transitional Housing – (\$71,968) – These funds help pay for shelter services.
- 2) Emergency Rent Assistance – (\$28,600) – These funds provide emergency rent assistance to those facing eviction or transitioning from homelessness to permanent housing.

Miami-Dade County Homeless Trust – These grant funds, scheduled to end June 2004, provide funding for two contracted outreach workers and partial funding for an intake specialist.

Special Allocation/ Resort Tax Funds – These funds have been used to provide:

- 1) Augmented staffing (2 additional outreach/intake workers)
- 2) Additional shelter beds (19 in September 2003 to 41 in October 2003)
- 3) Relocation services (via Greyhound Bus Lines)
- 4) Food (for clients being relocated)
- 5) Storage services (for clients accepting shelter services)
- 6) Transportation tokens (enabling clients to seek work or attend medical/legal/entitlement appointments)
- 7) Identification services (Florida identification and copies of birth certificates and immigration documents)

Reporting Requirements

The Office of Homeless Coordination provides monthly financial and service reports to the Miami-Dade County Homeless Trust and the City of Miami Beach Office of Housing and Economic Development as a condition of receiving grant funds.

II. Service Report Overview

Number of clients contacted

The Office of Homeless Coordination tracks the number of people it serves through client contacts. Client contacts are those exchanges between staff and clients in which either the offer of services or actual services are being provided. The following chart documents client contacts since May 2003.

Month	# of Contacts
May 2003	209
June 2003	397
July 2003	283
August 2003	240
September 2003	105 * (50% staffing)
October 2003	304
November 2003	413
December 2003	414
January 2004	421

The self-reported reasons for homelessness include: loss of employment, unexpected illness, family problems and addiction.

Shelter services

The Office of Homeless Coordination provides emergency shelter for homeless clients accepting services as well as those referred by Miami Beach Police. Shelter placements are the first step in enabling the process of client stabilization. During this time, clients are assessed and the process of establishing a service plan towards permanent housing commences through joint effort between the client, Office and shelter. Typically, this process will include:

- * Ensuring clients have appropriate identification and work documents
- * Applying for appropriate entitlements (disability, Medicaid, etc.)
- * Medical screening (including tuberculosis test)
- * Search and obtainment of employment
- * Access to support services (counseling, Alcoholics Anonymous, etc.)

The following chart documents shelter placements since May 2003. It is important to note that additional funds enabling the acquisition of additional shelter beds were made available in September 2003 and were sustained throughout the remainder of the calendar year with the infusion of Resort Tax dollars.

Month	# of Placements
May 2003	43
June 2003	50
July 2003	23
August 2003	36
September 2003	79
October 2003	55*
November 2003	36*
December 2003	70*
January 2004	58*

* Represents non-duplicated placements of individuals in shelter. In the past, clients may have been placed more than once within a month if they voluntarily left shelter. Clients are now only placed once and provided with support services to ensure success. Clients voluntarily withdrawing from shelter terminate their rights to additional City services.

With enhanced reporting procedures and additional staff, the Office has been able to track placements by gender since October 2003. A review of these statistics identifies the typical homeless person accessing shelter services in our City as male. In general, 31 percent of all shelter placements stay at least seven days. The vast majority of placements remain in shelter for less than seven days either because of voluntary withdrawal or failure to comply to shelter rules.

Month	Male Shelter Placements	Female Shelter Placements
October 2003	39 (71%)	16 (29%)
November 2003	23 (64%)	13 (36%)
December 2003	55 (79%)	15 (21%)
January 2004	48 (82%)	10 (18%)

It is important to note that all placements documented since October 2003 are not duplicated. Since the establishment of case management procedures and adherence to service rules by the United States Department of Housing & Urban Development, no client has withdrawn from shelter and subsequently requested a repeat placement.

The Miami-Dade County Homeless Trust considers shelter placements of seven or more days to be a standard in measuring success. While the City is home to many chronically homeless individuals, the Office has significantly increased the number of shelter placements greater than seven days and thereby eliminating the revolving door to shelter for many homeless. Since April 2003, 31.03 percent of all placements have been for seven or more days. The following depicts new placements (those newly placed within the reporting month) that stayed in shelter seven or more days:

Month	# of Placements > 7 days
October 2003	26
November 2003	12
December 2003	16
January 2004	18

Permanent Housing

The ultimate measure of ending homelessness is ensuring that previously homeless clients access and maintain permanent housing. Through concerted case management efforts that support and guide a client through the *Continuum of Care*, the Office has successfully placed 14 people in permanent housing since October 2003. The following is a breakdown of successful permanent housing placements that represent the end of homelessness for these clients.

Month	# of Placements
October 2003	2
November 2003	4
December 2003	3
January 2004	5

It is important to note that many of those placed in permanent housing since October 2003 are the most difficult to serve: homeless persons with mental health issues.

Relocation Services

The Office of Homeless Assistance has provided relocation services to homeless clients since October 16, 2003. In order to receive relocation assistance, clients must provide a contact at their destination that vouches for the client. This contact is then verified via telephone prior to purchasing a Greyhound Bus Line ticket. Once the bus ticket has been purchased, the client is provided with sufficient meals to cover the duration of his/her travel and then transported to the bus depot by Office staff. The following summary of relocations provided by month and gender demonstrates that males represent a disproportionate share of relocations provided.

Month	Male Relocations	Female Relocations
October 2003	26 (84%)	5 (16%)
November 2003	33 (59%)	23 (41%)
December 2003	35 (88%)	5 (12%)
January 2004	24 (88%)	3 (12%)

Meal Services

Meals are provided to those clients being relocated out of town. Each relocated client receives sufficient meals to cover the duration of his/her travel. Since October 16, 2003 when relocation services began, 154 clients were provided with 766 meals. An average of 4.9 meals were provided to each client served through relocation services.

Transportation Services

In order to seek employment or apply for entitlements or seek assistance from community-based providers, homeless clients are often provided with Miami-Dade County Transit Authority tokens that enable them to access public transportation. The Office has distributed 499 tokens to 104 clients since October 16, 2003.

Support Services

Homeless clients have unique needs that create a barrier to accessing services to end homelessness. The first of these is the absence of natural support networks. The second is the marginalization within society that is derived from isolation, lack of identification, and deprivation of human needs.

Homeless clients have a variety of basic needs: shelter, food, clothing, access to medical and mental health care, and employment among others. Through an integrated referral network, the Office of Homeless Coordination refers homeless clients to community-based providers to access needed services. Among the network of providers are: Miami Beach Community Health Center, Jewish Community Services, Legal Services of Greater Miami, Ayuda, Miami Beach Hispanic Community Center, Social Security Administration, Miami Beach Community Development Corporation and the Florida Department of Children and Families.

The following is a summary of formal referrals made on behalf of homeless clients since October 2003:

Month	# of Referrals
October 2003	37
November 2003	42
December 2003	38
January 2004	19

In addition to agency referrals, the Office of Homeless Coordination provides case management services to all clients accepting shelter placement. With this effort, clients are guided through the *Continuum of Care* to ensure that they stabilize, receive medical, legal and mental health assessments, seek employment and/or entitlements, and have a personal strategy to end their homelessness and gain permanent housing.

The following chart depicts the case management loads for the Office of Homeless Coordination:

Month	Client Caseload
October 2003	62
November 2003	75
December 2003	112
January 2004	88

III. Staffing Report

Staff Levels

The Office of Homeless Coordination has one full-time City employee and contracts additional staff. The Office of Homeless Coordination is manned by the following:

# - Position Title	Primary Function	Funding Source
1 - Program Coordinator	Day-to-day program management	General Fund
1 -- Intake Specialist	Maintains client data and generates reports to Miami-Dade County Trust	Miami-Dade County Homeless Trust/Resort Tax
2 -- Outreach Workers	Outreach and intake of homeless clients	Miami-Dade County Homeless Trust
2 -- Outreach Workers	Outreach and intake of homeless clients	Resort Tax

Since the flow of those seeking services often peaks unexpectedly, staff from other divisions has been diverted when necessary to ensure that all clients seeking assistance are processed in a timely manner. The following staff provides assistance to the Office of Homeless Coordination when demand requires it:

# - Position Title	Primary Function	Funding Source
1 -- Intake Specialist (100%)	Intake of homeless clients	Office of Children's Affairs/General Fund
1 -- Outreach Worker (20%)	Outreach and intake of homeless clients	Office of Children's Affairs/General Fund

In addition to paid staff, the Office has entered into a partnership with various secondary education institutions to have non-paid interns. While those placements from Miami-Dade Community College and Florida International University have negligible long-term impact because of the short duration of their stay (typically eight hours), the interns from Barry University's School of Social Work provide a consistent and significant presence.

# - Position Title	Primary Function	Weekly Hours Provided
3 – Social Work Interns	Intake and case management of homeless clients	20 hours each

The purchasing, contract management and payroll functions for the Office of Homeless Coordination are provided by the Office of Children's Affairs.

Staffing Requirements

The provision of services to homeless clients is time-consuming. In addition to the time spent on outreach, homeless clients face a set of challenges that can range from lack of identification and unemployment to mental health issues and addiction. As such, they tend to require more staff time than clients served through other divisions. In many cases, services are contingent upon the availability of the services provider (i.e., Department of Motor Vehicles, Social Security Administration, etc.).

The following chart documents the average length of time spent on each service provided by client:

Service Provided/Frequency	# of Staff Needed	Average Length of Time
Intake & assessment/ Once	1	1.5 hours
Relocation assistance/ Once	2	2.25 hours
Shelter placement/ Once	2	2.0 hours
Identification services (w/appointment @ DMV)/ Once	2	2.0 hours
Entitlements application (w/ appointment)/ Once	2	2.0 hours
Case management/ Weekly	1	0.50 hours

IV. Financial Report

Shelter Costs

The City contracts with two providers for emergency shelter services: The Salvation Army and Miami Rescue Mission. Clients placed with these providers must sign a form acknowledging the rules and conditions for their shelter. Emergency shelter placements typically range in duration from one night to up to six months, depending on the client's stability and availability of transitional housing. Shelters typically provide clothing, three meals a day and needed toiletries. Case management is a separate service which typically doubles the daily bed cost. We currently do not contract for case management services for our shelter beds.

Currently, the City pays a guaranteed rate of \$15.00 per bed, per night at the Miami Rescue Mission. These are beds exclusively for homeless males. The Miami Rescue Mission accepts placements from 7am until 5pm. Our current capacity is 10 beds. Typically, we utilize these beds for Police Department referrals and males beginning services with the Office. The monthly cost for the Miami Rescue Mission is \$4,500.

The City contracts with The Salvation Army at a guaranteed rate of \$15.45 per bed, per night. These beds can be managed for males, females and families. The Salvation Army accepts placements 24 hours per day. Our current capacity (when the ratios are maximized) is 31 beds. Typically, we utilize The Salvation Army for female and family placements as well as those males that have been stabilized and are progressing who

had been originally placed at the Miami Rescue Mission. Our monthly cost for The Salvation Army is \$14,369.

The total monthly cost for 41 beds is \$18,869.

Relocation Costs

Since October 16, 2003, we have provided 154 homeless clients with relocation services. Thus far, the Office has documented only five relocation returnees (less than 3.2 percent). The following is a summary of the top six cities to where clients have been relocated representing 27 percent of all relocations.

City	# of Relocations
Atlanta, GA	9
Philadelphia, PA	8
New York City, NY	7
Washington, DC	6
Orlando, FL	6
Los Angeles, CA	6

The following is a summary of the top five states to where clients have been relocated representing 44 percent of all relocations.

State	# of Relocations
Florida	23
California	13
New York	13
Pennsylvania	10
Georgia	9

Our City's warm client, plentiful tourist supply and abundant restaurants and hotels make it a desirable place for the homeless. Conditions in our City make it easier for homeless individuals to survive because of our geographical location (the warm South) and community assets (tourists that can be panhandles, garbage dumpsters with plentiful food, and sandy beaches to sleep).

The City's cost since October 16, 2003 to provide relocation services has been \$16,065.50 or an average of \$104.32 per client.

In addition to providing the bus ticket for relocation, the Office provides clients with sufficient meals to cover the duration of their travel. Since October 16, 2003, the Office has provided 766 meals to 154 clients at a cost of \$1,333.44 or \$8.65 per client.

Storage Costs

The cost of maintaining a storage space for the possessions of homeless clients placed in shelter is \$118.35 per month.

Transportation Costs

Through thorough intake and case management processes, the Office has actively sought to reduce the costs associated with transportation tokens by encouraging clients to apply for county assistance. From October through December 2003, the Office has distributed 422 tokens to 90 clients. Here is a breakdown of this distribution:

Month	# of Clients Provided Tokens	# of Tokens Distributed
October 2003	33	152
November 2003	44	232
December 2003	13*	40*
January 2004	14	75

** Token supplies were depleted and could not be filled in a timely manner.*

While tokens typically cost \$1.00 each, we have not expended any funds for tokens since October 2003. However, we do anticipate the likelihood of purchasing monthly bus passes for employed clients seeking transition to permanent housing.

Identification and Support Service Costs

Many homeless clients lack identification and necessary legal documents to access shelter, employment or entitlements. Emergency shelters will not accept anyone for placement without valid photo identification. Furthermore, without appropriate documentation and support documents, homeless individuals cannot apply for entitlements or other community-based assistance.

Since October 16, 2003, the Office has assisted 24 homeless clients in obtaining birth certificates, photo identification, work permits and travel documents (passports/visas) at a cost of \$441.99.

Staffing Costs

The Office has expended \$25,003.26 to hire additional contracted staff to assist with the increase in demand for relocation assistance and shelter placement. As a result, the City has established two, full-time outreach teams to enable the simultaneous services of outreach, shelter placement and relocation while maintaining full office hours for walk-in clients seeking assistance. The increase of more than 2,480 man-hours enabled the office to process more clients more quickly and deterred the refusal of services.

V. Progress Evaluation

Process & Accountability

Since September 2003, the Office of Homeless Coordination has streamlined the intake and placement procedures while establishing methods of accountability throughout all aspects of its operations. Complete client histories are now maintained which include:

- * Completed intake forms
- * Copies of identification
- * Services history

- * Longitudinal case notes
- * Service plan

In anticipation of the eventual implementation of the Miami-Dade County Homeless Trust's *Homeless Management Information System*, the Office has established a database documenting all contacts, shelter placements, relocations and services provided.

The Homeless Census of April 2003 identified 384 homeless persons in our City. The Homeless Census of December 2003 (conducted immediately after the FTAA) showed a significant decline to only 304 homeless persons. (It is important to note that at least five homeless persons were counted twice but the census pages had been certified when the error was noted). Therefore, since the implementation of the additional outreach and service efforts, the City has experienced a 21 percent reduction in its homeless population. It is important to note that this reduction is being experienced during the winter – the peak time for homelessness in our City.

Customer Service

Ensuring that all clients receive services in an effective, accountable and professional manner, the Office has focused efforts on improving service delivery from the clients' viewpoints. We have established fixed office hours, established dates and times for specific services and improved our response time to calls received via the Homeless Hotline.

We now distribute *Client Satisfaction Surveys* to all clients served in order to gauge our effectiveness and customer service. The Office forwards these surveys to the Miami-Dade County Homeless Trust as a means of reporting service quality among outreach service providers. Our customer service ratings have consistently exceeded 60.0 (on a 66.0 scale) since June 2003.

Staffing

While the General Fund supports one full-time position, the Office of Homeless Coordination has had a staffing level of three workers since October 2002 funded by grants. Its grant with the Miami-Dade County Homeless Trust requires a minimum staffing level of four people (including the City-funded position).

In October 2003, with the infusion of additional funds allocated through the Resort Tax, additional staff members were contracted to adequately process the influx of homeless persons seeking relocation assistance and shelter services. At one point in November 2003, the Office had six contracted staffers to meet the burgeoning requests for services in addition to 1.5 staffers on loan from the Office of Children's Affairs.

Because of the inherent turnover rate in the field and the contracted nature of our staff, we have had some difficulty in sustaining consistent staffing levels. As of January 1, 2004, the Office has service agreements with five contractors to provide outreach and intake services. The contractors' rates vary from \$9.81 to \$15.00 per hour depending on the scope of services provided.

It is necessary that a total staff of five people be retained to maintain existing service levels at a cost of \$66,560 for the remainder of the fiscal year.

Shelter Services

There are several issues associated with the provision of shelter services. Among these:

- * Having beds available for those voluntarily seeking shelter (males, females and families)
- * Having beds available for those who would otherwise be arrested for life-sustaining activities
- * Managing available beds to minimize the number of unused, vacant beds while considering the need for police-referred beds

The Office has sought to maximize its bed inventory by actively using case management to effectively and efficiently move people through the *Continuum of Care* to appropriate transitional or permanent housing. The Office has used the beds at Miami Rescue Mission to serve males accessing services for the first time as well as maintain bed vacancies enabling the Police Department to make bona fide offers of shelter in exchange for not arresting those guilty of life-sustaining offenses, i.e. sleeping in parks, impeding the public right-of-way, etc. The beds at The Salvation Army have been used to house females and families and those male clients who have shown progress while at the Miami Rescue Mission.

Based on service levels and clearance rates for the past three months, it is recommended that the City maintain existing bed levels (41) and to add five (5) addiction treatment beds. The addition of treatment beds will enable the Office to address the needs of those homeless persons whose addictions pose an obstacle to ending homelessness. Better Way of Miami, Inc. is available to provide treatment beds at a cost of \$40 per day, per bed. Unlike traditional emergency shelter beds, three of these treatment beds do not have to be guaranteed meaning that the City would pay only when the bed is filled.

The amount necessary for the provision of 46 emergency shelter beds for the remainder of the fiscal year is \$200,552 or \$25,069 per month.

Relocation Services

Within the first three month of initiating this service, the Office relocated 154 homeless people at an average cost of \$104.32. The subsequent demand for this service should subside somewhat because of the high volume of people originally relocated. Once a person receives relocation assistance, he/she is no longer eligible to receive this service in the future.

We have encountered a unique problem as a result of this service: homeless individuals from other municipalities have attempted to access the City's relocation services. In response to this additional concern, the Office further scrutinizes clients seeking relocation services to ascertain that only Miami Beach homeless persons are provided with this service.

In light of past usage and the subsequent anticipated reduction in demand for this service, it is necessary to allocate \$41,464 for this service enabling the Office to serve an average of 42 homeless persons per month for the next nine months or a total of \$52,577.28 per year.

Additionally, it necessary to fund \$4,360 for food to enable the provision of meals to those being relocated.

Additional Infrastructure Costs

The transportation of clients from outreach sites to the office, shelters and other service points is a key logistical issue for the Office of Homeless Coordination. The existing sedan, which was a surplus vehicle at the time of acquisition last year, has had significant down time because of repeated breakdowns. While we have redirected an old fleet vehicle from the Log Cabin Training Center, the Office needs at least two reliable vehicles in order to maintain service functions and the efficacy of processing clients.

As such, it is necessary to purchase a new vehicle/sedan at a cost of \$13,083. The cost for vehicle operation will be extended to the Miami-Dade County Homeless Trust grant.

Many of homeless clients lack personal identification which prohibits them from access to shelter and support services. As such, since this is a threshold barrier to ending homelessness, the Office is seeking funds to enable the provision of identification, birth certificates and employment documents. **An additional \$2,160 is necessary for the identification and replacement document costs and will enable us to serve an average of 10 clients per month.**

Expense Summary

Item/Service	Expense to Date (10/03 – 01/04)	Remaining Projected Expenses to maintain 1st Quarter Services Levels* (02/04 – 09/30)	Annual Cost	Unfunded Balance
Staffing 1	\$40,445	\$66,560	\$107,005	\$66,560
Shelter 2	\$75,476	\$200,552	\$276,028	\$128,584**
Relocation Services 3	\$16,065	\$41,464	\$57,529	\$41,464
Food for Relocations 4	\$1,333	\$4,360	\$5,693	\$4,360
Vehicle 5	-	\$13,083	\$13,083	\$13,083
Identification/Documents 6	\$442	\$2,160	\$2,602	\$2,160
TOTALS	\$133,761	\$328,179	\$461,940	\$256,211

** These are projected amounts to maintain existing service levels from 02/02 through 09/04.*

*** The unfunded balance reflects \$71,968 in CDBG funds which are budgeted but yet to be expended.*

1 – This represents a total staff of five people (including Program Coordinator).

2 - The amount represents 41 emergency shelter beds and 5 treatment beds for a total of 46 beds.

3 – Projecting to serve an average of 42 homeless persons per month.

4 - The meals are provided solely to those clients receiving relocation services.

5 – This is the projected cost for a sedan to replace the existing vehicle that is experiencing multiple down days each month.

6 – These funds will enable the Office to serve an average of 10 clients per month with Florida identification cards, birth certificates and work permits.